The Mighty Eighth Voice



News from around 8th Air Force

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Final flight!





Top, Gen. Bruce Carlson, 8th Air Force commander, gets a wet welcome from his wife after his fini flight here Sept. 15. Above, the general's A-10 aircraft arrives under an arch of water from the base fire department. Right, General Carlson waves to members of 8th Air Force who have come to greet him after the flight. (Photos by Tech. Sgt. Denise Rayder)



How is your servant's heart?

By Lt. Col. Donald Adams 91st Maintenance Operations Squadron commander

MINOT AIR FORCE BASE.

N.D. - I know what you're thinking. What does a missile maintenance guy know about hearts?

Well, not a great deal in reference to the blood pumping organ pounding in most people's chest, but that's not the heart I am referring to. I mean how is your servant's heart?

The Merriam-Webster's Collegiate Dictionary on my desk defines that type of heart as "compassion" or "generous disposition."

To be an effective leader, you must have the respect of your troops, and they must know they can trust and count on you. It's much easier if you also respect and show them you trust them as well.

Far too often in my career, I've worked for leaders who thought the members assigned to their organization existed solely to serve them. Yes, they understood what their mission was, but they treated the members of the unit as if their main purpose in life was to serve the leader so he could accomplish the mission. These types of people, in my opinion, are no leaders at all.

The best leaders I've worked for had a servant's heart. They felt they existed to serve the unit and its members. The first leader I encountered with that mentality was Maj. Gen. (ret.) Thomas H. Neary. On his first duty day as wing commander, then Colonel Neary, came to our missile combat crew pre-departure briefing and said "I work for you." He must have

seen the confused look on our faces because he went on to explain, "My job is to make your job easier. My job is to en-

sure you have what you need to get your job done and the right environment to do it in."

While those are great words, I wondered if he was serious or just giving a good speech. I can tell you he was dead serious. He not only lived what he preached at work, it was a part of his very being.

Over the next 10 years or so, I ran into General Neary on many occasions. His attitude about service never changed. Needless to say, the experience of serving under him had a huge impact on me and my attitudes about leadership. While I am by no means anywhere close to being the leader he is, to this day I try to pattern my leadership style from him. Every leader can learn a great deal from General Neary.

So, I ask you again, how is your servant's heart? When was the last time you stopped at the front gate and thanked the gate guards for keeping you and your loved ones safe? Do you check on your troops when the weather its worst and the hour is

> late? Do you ever cover standby shifts on threeday weekends?

"To be an effective leader, Do you just let your first seryou must have the respect of geant handle all your troops, and they must the negative issues that seem to happen with your troops on nights and weekends? Are you putting your troops in for the awards they deserve? Do you even know when their last decoration was awarded? If a troop comes to see you as you are leaving for the day, do you ask them

to come back first thing in the morning or do you put your stuff down and spend and the next two hours helping them work through an issue? Have you called the spouse of the troop you deployed last month? I hope you get the point by now.

While I hope your blood pumping heart is strong (I am told war fit helps with that), I ask you to look inward and analyze how your servant's heart is doing. Be the leader you want to work for. Think of others first. Take care of your subordinates no matter what level of supervision you happen to be.

The "Mighty Eighth" Voice

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know they

can trust and

count on you.

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STRATCOM AOC passes first real test



Maj. Joseph Divar, Time-Sensitive Targeting chief in training for Exercise Razorback, processes TST information Sept. 16 at the Strategic Command Air Forces Air and Space Operations center. (Photo by Denise Raydar)

By 1st Lt. Carla Pampe 8th Air Force Public Affairs

BARKSDALE AIR FORCE, La. – The Strategic Command Air Forces new Air and Space Operations Center here passed its first real test since its standup last month with the successful conclusion of Exercise Razorback Sept. 16.

The exercise, led by the Air National Guard's 188th Fighter Wing at Fort Smith, Ark., focused on Time-Sensitive Targeting. It involved both Air National Guard units and active duty units from across the Air Force, and stressed virtual collaboration, where units communicated not only by

telephone and radios, but through specialized computer software.

"It was used to hone the battle management command and control relationship between the AOC, the airborne command and control platforms and the bombers and fighters flying in the exercise," said Maj. Bill Mengers, operations officer for the 608th Combat Operations Squadron, who served as chief of combat operations for Exercise Razorback. "It was the first real exercise we've done in the new AOC. We did a mini-exercise for the ribbon cutting, but this was more robust."

Lt. Col. Larry Hahn, 8th Air Force, served as senior offensive duty officer for the exercise.

"The primary purpose of this exercise was to train aircrews - F-16 crews, B-52 crews, B-1 crews, AWACS and JSTARS crews in the process of coordinating and executing missions against time-sensitive targets," he said. "Where the AOC came in was bringing the primary command and control element to that exercise, where we actually run the process of identifying and validating these types of targets. We're determining our ability to strike them, and once we've done that, we look at allocating the right aircraft and weapons to that target."

The staff in the AOC identifies the right aircraft and weapons and relays the command to the AWACS. The AWACS then relays the information to the aicrews and give them their target assignments, Lt. Col. Hahn said.

"It's a streamlined and rapid process," he added. "The benefits of the AOC being involved in this is that we can be looking at a large area of the world and making rapid decisions on how to best the utilize the resources we have available and then respond to it quickly – basically, we shoot them before they can shoot us."

Minot upgrades fueling systems

By Airman 1st Class Danny Monahan Minot AFB Public Affairs

MINOT AIR FORCE BASE, N.D. — The B-52H Stratofortress receives its fuel now with a more efficient system due to a \$20.1 million upgrade to the fueling systems central pump house here.

"This new system has an increased fuel flow rating which makes it capable of refueling more aircraft in a shorter period of time as compared to the older Type II Pritchard hydrant system," said Capt. Christian Carter, 5th Logistics Readiness Squadron fuels management flight commander. "After forty-some years, it was time for an upgrade."

The captain added the new system is an improvement for the base's fueling capabilities.

"Under the old system, we could only fuel two planes at once without losing maximum fuel pressure," said Captain Carter. "Now we are only limited as to how many fuel hoses we have."

To help with the efficiency of fuel pressure, the new system includes new refueling trucks, added Captain Carter.

"In the past, we operated multiple vehicles to act as tow trucks with a pull behind hose cart, much like

a car pulling a trailer," he said "Now, we have trucks that incorporate the hose carts into a single unit."

According to Captain Carter, the new fuel system added additional fill stands to ease the burden of refueling.

"This eliminates vehicles from returning back to our bulk storage facility, which is located further away from the flight line, during truck refueling operations," added the Captain.

Besides fuel pressure, the fuel lines are technologically more sophisticated, added Captain Carter.

"If a fuel line [was somehow] severed before, multiple servicing points for the aircraft could go offline," said the Captain. "The refueling piping is now laid in a loop. If a line ruptures or a servicing point becomes dysfunctional, only that one segment/point of the loop would be affected."

According to Tech. Sgt. Chris Burroughs, superintendent of fuel operations, the system is easier to maintain since they shut down three pump houses.

"We only have to operate one pump house now," said Sergeant Burroughs, "Under the old system, we had to have people at each pump house



Chief Master Sgt. Elroy Combs, 917th Maintenance Squadron retrieves fuel log from A-10 at MacDill Air Force Base, Fla., while deployed in support of Operation Gator. (Photo by Senior Airman Ebony Nichols)

being utilized."

The new fuel system cuts back on time and manpower while improving fuel storage, added the captain.

"We used to have 16-50,000 gallon tanks all underground, which were installed when the base was being constructed," said the captain. "Now we have two new 350,000 gallon tanks.

All of this makes it much easier to maintain them from our lab analysis perspective to our inventory accountability."

"The new fuel system is years ahead of what we had in place before," added Sergeant Burroughs. "The system is so sophisticated we can set it to automatic, and it can virtuously run itself."

New stripes

Military sergeants pin on police department rank

By Tech. Sgt. Sherri Savant 917th Wing Public Affairs

BARKSDALE AIR FORCE BASE, La. – The fight goes on for our country's freedom as does the fight to keep the streets of Shreveport, La., safe. Master Sgts. Jim Taliaferro and Greg Alexander, both members of the 917th Security Forces Squadron, were promoted to the rank of sergeant with the Shreveport Police Department re-

Sergeants Taliaferro and Alexander are no strangers to law enforcement. After serving for eight years on the San Diego Police Department (from 1978-86), Sergeant Taliaferro began his career with the SPD in 1990, the same time he joined the 917 SFS as a military policeman. Lessons learned from either career, he said, have helped the other tremendously.

"I am thankful for the trust, support and latitude for which I've been given," said Sergeant Taliaferro. "As Sergeant, I will continue to address issues and make recommendations with the focus of elevating the department into being one of the most respected in the nation."

"What I bring most from the military into the civilian sector are core values and leadership," Sergeant Taliaferro said. "Leadership is so paramount to the success of an organization, and it starts with every person who wears the uniform. Accountability and responsibility are not just words, they are actions."

"This job is a big responsibility, and these officers have done a fine job over the years," said Shreveport Police Chief Mike Campbell. "It's time they are rewarded."



Master Sgt. Jim Taliaferro, member of the Shreveport Police Department and the 917th Security Forces Squadron, looks on as his wife, Janet, pins on his sergeant badge. Sergeant Taliaferro was promoted to the rank of sergeant at the SPD recently. (Photo by Tech. Sgt. Sherri Savant)

After serving in the Navy for eight years, Sergeant Alexander joined the 917 SFS 14 years ago. He said his training, both as a military and civilian law enforcement officer, go hand in hand.

"I am able to share invaluable experience when training our troops on many encounters we face on the streets that we may not deal with as often while on a base installation," Sergeant Alexander said.

The events of Sept. 11, 2001, altered the course for Sergeants Taliaferro and Alexander, who were called up within weeks of the tragedies to serve in support of the war on terrorism. To know the SPD fully supported their obligation to serve, they said, made all the difference.

"I'll have to be honest. It put a strain on the department at times," said

Sergeant Alexander. "Personnel had to be moved around, and days off for some were changed for the overall accomplishment of the mission. But they were able to adapt and make do with what they had in manpower and resources."

"Support from the department and the city was excellent," said Sergeant Taliaferro. "I constantly received information about pay and benefits that helped my family through the deployments. I continued to maintain my promotional position within the department, and returned when I was released from active duty, never missing a beat."

What tomorrow holds, no one knows. But these two sergeants said they will press on, assuming the new leadership challenges that face them as a result of their promotion.

Personnel test capabilities during recent operation

By Senior Airman Ebony Nichols 917th Wing Public Affairs

Beautiful palm trees, oceans and beaches are synonymous with Tampa, Florida. But for some Wing members who recently went to Florida, all they could think about was bombs.

Recently, a large number of traditional reservists participated in Operation Patriot Gator 2004. At MacDill Air Force Base, Fla., in a semi-wooded area inhabited by eagles and other wild life, Tech. Sgt. Thomas Messer, 917th Maintenance Squadron munitions journeyman, built dumb bomb units for pilots to use during a training exercise.

"We are building munitions for the birds (aircraft) to drop," said Senior Master Sgt. Bobby Deshotel, 917 MXS materials superintendent.

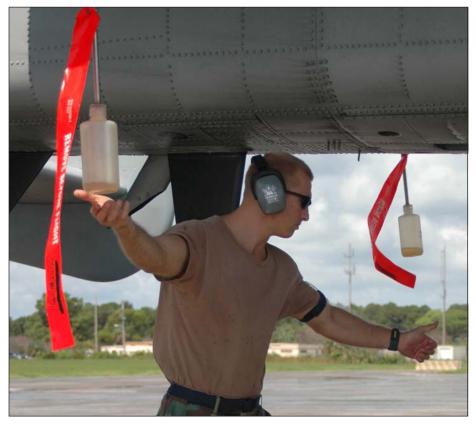
"This is where we put together ... what we train for," said Sergeant Messer.

When Sergeant Messer and the rest of the maintenance flight made it to Tampa, the first order of business was to take inventory of the equipment supplied to them by their active-duty counterparts.

"We had to verify the number of items that we would be accountable for returning (to active duty) after the tour," said Sergeant Messer. "After doing inventory, we came to get the planes bedded down, and then we were on regular flying schedules."

While their mission remained the same on deployment as it is at home station, many unit members' mission changed.

"Any time troops are away from home station, the first thing to do is establish command and control and establish the area of responsibility for flight chiefs (because their duties may



Master Sgt. Eric Swaim, 917th Maintenance Squadron fuels technician, installs fuel drain bottles on an A-10 during engine shutdown following a mission while deployed in support of Operation Patriot Gator 2004 to MacDill Air Force Base, Fla. (Photo by Senior Airman Ebony Nichols)

change)," said Chief Master Sgt. Robert Murray, 717th Aircraft Maintenance Squadron maintenance superintendent. For other members, some aspects of their mission changed while other tasks did not.

Members keep "the same focus: safety, technical data use and members," said Chief Murray.

After troops know their duties, the bombs are built and loaded on the aircraft. Pilots then get a briefing from 47th Fighter Squadron Intelligence.

During the pre-mission briefing, pilots get briefed on targets, authenticating codes, flying space, and mission specifics or changes to aid in their mission. Their missions are various scenarios in which the pilots must

train with Enlisted Tactical Air Control, according to Staff Sgt. Keith Hughes, 47 FS Intelligence operations clerk. This is training for the pilots to maneuver and deliver weapons on targets.

According to Lt. Col. Dale Jones, 47 FS Intelligence commander, the unit mission at their home station is to do research on threat systems, so they can give pilots accurate information on exact weapons and equipment the enemy prepares to use.

"This training (at MacDill) allows us to get ready for real world scenarios," said Colonel Jones.

Once the mission is complete, the

Sergeant receives \$10,000 for big 'IDEA'

By Airman 1st Class Katie Booher

5th Bomb Wing Public Affairs

MINOT AIR FORCE BASE, N.D. — Most people only dream of catching a \$10,000 windfall, but for a sergeant in the 5th Medical Group here, his idea allowed the dream to become a reality.

Tech. Sgt. Kieran Carolan, 5th MDG diagnostic imaging NCO in charge, submitted his suggestion though the Innovative Decisions through Employee Awareness program June 28 and learned in late August he earned dollars for his money-saving idea

"A friend of mine suggested I should submit my idea. Once I did, I was really hoping I would win," he said. "[Since I've won], I've been numb. I'm still waiting on the check to come, and I

don't even know what I'm going to do with it yet."

Right now, the base's radiology department has a contract for a currently unfilled part-time radiologist at a cost of \$360,000 a year.

Meanwhile,

MRIs cost the base \$533,000 a year with interpretations of these tests done off base. Mammograms are also performed downtown with a six-week waiting list to be seen and a one-to-two week waiting period for the results. CT scans are done in-house but test interpretations are still done downtown with other routine radiography scans finished on base but the film sent to Travis Air Force Base, Calif., for inter-

pretation. Overall, the cost per year is \$906,000.

Sergeant
Carolan suggested canceling the
radiologist's
contract, having
one business
read all mammography, CT
and MRI scans
and mail hard

copy CT and ultrasound films to Fargo until equipment is in place to read these tests on base. His proposed changes would cost the Air Force \$437,000 while saving \$468,510 per year.

The radiology technician came up with the idea after seeing other bases work their radiology departments this way. His goal was to streamline the process.

"Some of our services [like mammography] looked

like they were going to head downtown," he said. "If we could save a bunch of money, do the services [on base] and also have some people keep their jobs, then why not?"

Lt. Col. Lyndsay Stauffer, 5th Medical Support Squadron commander, said the idea is a boost for the base.

"This proposal is a 'winwin' for Team Minot," she explained. "More important than the significant cost-savings for the government is our patients and staff will benefit by receiving top quality readings on MRIs, CAT scans and ultrasounds, with very short turn-around times. At all levels, we are constantly seeking ways to enhance the level of our professional care, and Sergeant Carolan's contribution will have a significant and sustained positive impact."

752nd Comm SQ airman receives Purple Heart

By Staff Sgt. Wil Grimshaw 552nd Air Control Wing

TINKER AIR FORCE BASE,

Okla. – A senior airman with the 752nd Communications Squadron received a purple heart in a ceremony recently.

Senior Airman Adam Housini received the military's eleventh highest honor for an incident that occurred while deployed in support of Operation Iraqi Freedom.

Enroute to the Baghdad International Airport through the 'Green Zone', the convoy was attacked with an improvised explosive device.

The explosion threw Airman

Houssini from the wreckage.

Suffering from shrapnel wounds to his legs, arms and back, Airman Houssini was fired upon by small arms.

The trauma led to his unconsciousness, and he awoke to find an Iraqi national standing over him. Fear for his life quickly filled the airman's head, but this fear was dismissed when the Iraqi citizen placed him in the back of his truck for return transportation to the Green Zone for medical treatment.

Medics skillfully stabilized Airman Houssini for transport to Landstuhl Regional Medical Center, south of Ramstein Air Base, Germany, for continued care. While a patient, Airman Houssini was visited by numerous distinguished visitors, to include the Commander United States Air Forces of Europe, Gen. "Doc" Foglesong, who presented with the USAFE Commander's coin.

Once Airman Houssini's medical condition was stabilized, he was then transported to Eglin Air Force Base, Fla. for convalescent leave.

He has since returned home to Tinker where he has returned to duty supporting the 752nd Communications Squadron and the Airborne Warning and Control Systems mission.

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pilots attend a debriefing to discuss the events that occurred during flight.

According to Lt. Col. Robin Sandifer, 47 FS pilot and project officer in charge of the deployment, coordination for the deployment began six months ago.

"The purpose of the deployment was to give more training in the mentoring program and put members in more leadership roles," said Colonel Sandifer. This is geared to train the leaders of the next generation.

There were also other differences in the Operation Patriot Gator mission at MacDill AFB than at home station.

The overall mission in Tampa was "to support joint tactical air controllers," said Colonel Sandifer.

This training aids the maintenance flight in other areas as well.

"This (the training) allowed us to operate in an unfamiliar environment, so we don't get complacent," said Colonel Sandifer. "We had to adapt to new surroundings which keeps us proficient.

According to Colonel Sandifer, 40 flights were

scheduled for ground technical controllers, and although there were rainy days, there were no lost sorties. The overall deployment was a success.

"There were three hours per day of us coordinating with the Enlisted Technical Control on the ground, and we had quality practice with good ground support," said Colonel Sandifer.

AOC, from page 3

Although TST was the main focus of the exercise, an added benefit for the AOC being involved in Exercise Razorback was that it offered a perfect opportunity to test out the new equipment and processes.

"We have a new building and new systems and it's never really been tested. When you do that, you find all kinds of things that may not work exactly as you planned," said Lt. Col. Hahn. "This is allowing us to gain confidence in this system, so if we have to go in and do this for real, we'll know where the shortfalls are and how to work around them."

Maj. Jim Lange, the interface control officer for Exercise Razorback, he was responsible to the chief of combat operations to ensure that the lines of communication, radio equip and links were operational. To do this he worked closely with the 608th Air Communications Squadron.

"We bring in all the pictures to the data wall, and we operators work with the 608th ACOMS guys to make sure all of that is working," he said. "During the exercise we were finding all kinds of things that we had planned for that didn't necessarily work like we expected them to, but we were able to find workarounds for every issue."

Maj. Lange felt it was a great wring out for the system.

"We identified things we know we'll need in the future so we can start planning purchases," he said. "It's also really been a lot of good training for people who have never done this kind of thing before."

It wasn't just the operators who benefited from the training, said Staff Sgt. Jeff Bean, an AOC systems administrator.

"It's been an outstanding learning process for us as administrators," he said. "This is the first time we've been able to roll out some of the systems in a live-fly environment.

"If you just build a system, you have no idea whether it really works. You need people to come in and use the system to work out all the kinks," he said. "We already had backup and tertiary plans in place, but we were able to trouble-shoot problem on the spot."

Sergeant Bean said many of the

administrators for the exercise had never worked in an AOC before, and some will be deploying to the Middle East very soon.

"Seeing an AOC up and operational is an awesome example of what an AOC will be like in the desert, he said. "It let's them see how everybody talks together and what our role is. This is the most realistic picture of how to do our job when we're deployed."

Overall, the exercise was a big success, said Maj. Mengers.

"This exercise has allowed our STRATAF CAOC to further enhance our current capabilities - hardware and software applications, processes and additional collaborative tools to plan and command the Air Tasking Order, he said. "It has also enhanced our relationships in planning and execution between the entire 8th Air Force team, the 2d Bomb Wing and the 188th Fighter Wing. This has helped prepare 8th Air Force to support Blue Flag and the Joint Task Force Exercise in January, and is the first of many exercises we will execute from this CAOC."